

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#068

Telephone Billing and Financial Accounting

Postgraduate Short Course

Leading To:

DIPLOMA - POSTGRADUATE IN

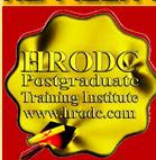
**Telephone Billing and Financial Accounting
Double Credit, 60 Credit-Hours**

Accumulating to A

Postgraduate Certificate, With 120 Additional Credit-Hours, or A

**Postgraduate Diploma, With 300 Additional
Credit-Hours**

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK



Prof. Dr. Ronald B. Crawford - Director

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.



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Websites:
<https://www.hrodc.com/>
<https://www.hrodc.london>
[postgraduateshortcourses.com/](https://www.postgraduateshortcourses.com/)

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West Midlands, UK


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HRODC Postgraduate Training Institute, A Postgraduate-Only Institution
Our UK Government's Verification and Registration

Our Institute is Verified by, and Registered with, the United Kingdom (UK) Register of Learning Providers (UKRLP), of the Department for Education (DfE). Its UK Provider Reference Number (UKPRN) is: 10019585 and might be located at: <https://www.ukrlp.co.uk/>.

Course Coordinator:
Prof. Dr. R. B. Crawford is the Director of HRODC Postgraduate Training Institute, A Postgraduate-Only Institution. He has the following Qualifications and Affiliations:

- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);



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- Teaching Certificate;
- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Member of ResearchGate;
- Executive Member of Academy of Management (AOM). There, his contribution incorporates the judging of competitions, review of journal articles, and guiding the development of conference papers. He also contributes to the Disciplines of:
 - Human Resources;
 - Organization and Management Theory;
 - Organization Development and Change;
 - Research Methods;
 - Conflict Management;
 - Organizational Behavior;
 - Management Consulting;
 - Gender & Diversity in Organizations; and
 - Critical Management Studies.

Professor Dr. Crawford has been an Academic in the following UK Universities:

- University of London (Royal Holloway), as Research Tutor;
- University of Greenwich (Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- University of Wolverhampton, (Wolverhampton Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- London Southbank University (Business School), as Lecturer and Unit Leader.


His responsibilities in these roles included:

- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor

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For Whom This Course is Designed

This Course is Designed For:

- Telephone billing accountants;
- Vice presidents of manufacturing and commercial operation;
- Marketing, engineering and human resources managers;
- Project managers;
- CEOs who are involved with development of long-term customers, suppliers, outsourcing partners, and other global strategic alliances;
- Sales and marketing executives;
- Supply-stream professionals;
- Internal auditors;
- Public accountants;
- Assets accountants;
- Attorneys;
- Any non-financial managers, who are required to read, interpret, and contribute to business financial reports;
- It may also be beneficial to consultants and external accountants, who work with managers and executives, in the support of improvements to operational and financial processes.

Classroom-Based Duration and Cost:

Classroom-Based Duration:	10 Days
Classroom-Based Cost:	£10,000.00 Per Delegate

Online (Video-Enhanced) Duration and Cost

Online Duration:	20 Days – 3 Hours Per Day
Online Cost:	£6,700.00 Per Delegate

Classroom-Based Course and Programme Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Postgraduate Diploma/ Diploma – Postgraduate –or
- Certificate of Attendance and Participation – if unsuccessful on resit.

Students and Delegates will be given a Selection of our Complimentary Products, which include:

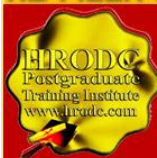
- Our Branded Leather Conference Folder;
- Our Branded Leather Conference Ring Binder/ Writing Pad;
- Our Branded Key Ring/ Chain;
- Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;
- Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;
- Our Branded Metal Pen;
- Our Branded Polo Shirt.;
- Our Branded Carrier Bag.

Daily Schedule: 9:30 to 4:30 pm.

Delivery Locations:

1. Central London, UK;
2. Dubai, UAE;
3. Kuala Lumpur, Malaysia;
4. Amsterdam, The Netherlands;
5. Brussels, Belgium;
6. Paris, France; and
7. Durban, South Africa;
8. Other International Locations, on request.

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M. RG. C.

Telephone Billing and Financial Accounting Course

Leading to Diploma – Postgraduate – in Telephone Billing and Financial Accounting (Double Credit) and 60 Credit-Hours, Accumulating to a Postgraduate Certificate, with 120 Additional Credit-Hours, or a Postgraduate Diploma, with 300 Additional Credit-Hours

Introduction

Business and corporate executives need to understand the importance of financial factors to business success. This interactive seminar demonstrates how accounting and finance work in today's fast-moving and competitive business environment. You will understand the critical issues of accountability, profitability, liquidity and financial structure. You will understand the accounting framework, processes and principles of financial reporting together with how to plan, budget and maximise profitability. Also, you will be able to project the benefits of strategic and long-term planning, proposed capital projects and assessments of the projects. You will understand the business from both a financial and strategic perspective. You will see how your decisions influence corporate survival, growth and profitability.

Course Objectives

By the conclusion of the specified learning and development activities, delegates will be able to:

- Enter up the return inwards and returns outwards journals from source documents;
- Post the journal entries to the sale and purchase ledgers;
- Make out statements;
- Enter up the accounts for credit card transactions;
- Understand the need for internal checks;
- Know what use may be of factoring;
- Understand strategic planning and decision making framework;
- Provide a strategic view of the business environment;

- Understand and explain the nature and role of financial statements and their interpretation;
- Understand accounting and finance terminology and use the necessary accounting and financial jargon to communicate effectively with the financial professionals;
- Review the financial performance and financial position of an organisation using the appropriate financial means including trend analysis, industry and index analyses, ratio and break-even analysis techniques;
- Develop operating and resource budgets;
- Develop profit and cash flow budgets using traditional and activity based methods;
- Assess the risk and uncertainty associated with alternative outcomes;
- Use budgetary control to compare actual against planned performance and to identify corrective actions;
- Evaluate investments in capital and long-term projects using PB, ARR, NVP and IRR appraisal methods;
- Identify the feature of the alternative sources of business financing; and
- Appreciate the important role of strategic accounting in business performance improvement.


Training Methodology

This public course or seminar provides the conceptual framework and theoretical background to some key areas of financial management and decision making, which are put into a real world context by providing a practical 'toolkit' of financial techniques. It includes many worked examples and case studies of real companies relating to each of the topics covered. Delegates are therefore provided with an opportunity to apply financial techniques in practice and to discuss the various issues that may arise. Many of the practical examples, for example trend, industry, index, DCF and break-even analyses, are illustrated using Excel[®] spreadsheets. To optimise the learning experience, delegates are encouraged to bring along their laptop computers with fully installed Excel[®]. Delegates are encouraged to discuss difficulties experienced to find out possible solutions.

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Organisational Impact

Delegates will also be provided with knowledge that can be shared amongst their own staff and colleagues, and to other departments within their organisations. The awareness and understanding of the various financial techniques available will enable delegates to communicate better with financial professionals, within and external to their organisations, and to become more effective managers. This will be achieved through:

- Immediate use of the tools and techniques of financial review, analysis and financial management that will be acquired
- Becoming better informed and using new financial skills that will help improve management decision-making in competitive business environment
- Communication of the various financial tools that are available to help the organisation enhance its competitive positioning and profitability and improve the all-important cash flow.

Personal Impact

Participants will be able to further develop their personal management skills by being:

- Better informed financially, to enable improved management decision-making.
- Better able to contribute to the effective financial management of their organisation.
- Able to evaluate alternative courses of action and identify the most effective choices with regard to the future improvement of their organisation.
- Able to liaise more effectively with other departments on financial matters.
- Advance your career by improving your understanding of industry financial management.

Course Contents, Concepts and Issues

Part 1 - The Business Environment: A Strategic View

- The Accounting Environment:
 - The Uses and Purpose of Accounting;
 - Users of Accounting and Financial Information;
 - Various Groups of Stakeholders: Internal and External Users;
 - Accounting Language and Terminology;
 - Cash versus Profit, Accruals and Monetary Concepts;
 - Profit and Profitability;
 - Accounting Report and Statements.

Part 2: The Financial Statements and Financial Analysis (1)

- Statement 1: The Balance Sheet – The Financial Position:
 - The Structure of the Balance Sheet;
 - What Does the Balance Sheet Tell Us About The Company?
 - Limitations of the Conventional Balance Sheet.
- Statement 2: The Profit and Loss Account (Income Statement) – Financial Performance:
 - What Is Profit?
 - The Structure of the Profit and Loss Account;
 - What Does the Profit and Loss Account Tell Us about the Company?;
 - The Links between Profit and Loss Account and Balance Sheet.

Part 3: The Financial Statements and Financial Analysis (2)

- Statement 3: The Cash Flow Statement – Financial Flow:
 - Cash versus Profit;
 - What Is Included in The Cash Flow Statement?
 - Why Is Cash Flow So Important?
 - The Structure of the Cash Flow Statement;
 - The Links between Three Accounting Statements: The Cash Flow Statement, Profit and Loss Account and Balance Sheet.

Part 4: The Financial Statements and Financial Analysis (3)

- The Annual Report and Financial Analysis:
 - The Key Elements of Published Reports and Accounts;
 - Ratio Analysis: Profitability;
 - Efficiency and Performance;
 - Liquidity;
 - Investment;
 - Cash Flow;
 - The DuPont System;
 - Cash versus Profit as a Measure of Performance, EBITDA;
 - Predicting Business Failure – The Altman Z-Score;
 - Sources of Financial Information;
 - The Use of Non-Financial Information Together With Financial Information.

Part 5: Budgeting and Short-Term Planning

- Break-Even Analysis: Cost/Volume/Profit Analysis:
 - Cost/Volume/Profit (CVP) Relationships;
 - Break-Even Analysis;
 - Single and Mixed Products;
 - The Impact of Cost Structure Changes;
 - Limitations of CVP Analysis.
- Budgeting:
 - Purposes of Budgeting;
 - The Budget Process, Including Activity Based Budgeting;
 - Uncertainty and Risk – Worst and Best Outcomes;
 - Motivation and the Behavioural Aspects of Budgeting;
 - Problems in Budgeting.

Part 6: Capital Investment and Budgetary Control

- Capital investment decisions:
 - What Is An Investment?;
 - Investment Appraisal Criteria and Investment Decisions;
 - Time Value of Money;
 - Free Cash Flows;
 - Capital Rationing and Control of Capital Investment Projects;
 - Risk and Uncertainty and Decision-Making – Sensitivity Analysis.
- Budgetary control:
 - Organisational and Accounting Control Systems;
 - Standard Costing;
 - Flexed Budgets and Variance Analysis;
 - Types of Variances and the Reasons They Occur;
 - Planning and Operational Variances.

Part 7: Strategic Accounting and Business Finance

- Internal and External Sources of Finance;
- Financing the Business:
 - Sources of Finance;
 - Gearing;
 - Weighted Average Cost of Capital (WACC);
 - Cost of Debt and Equity Capital;
 - Risk Analysis and CAPM.
- Strategic accounting:
 - Outline of Strategic Management Accounting;
 - Competitor Information and Strategic Positioning;
 - Competitive Advantage;
 - Strategic Accounting Systems, and the Balanced Scorecard;
 - New Role for Managers and Accountants.

Part 8: Issues Associated with Telephone Billing and Billing Cycle (1)

- The Billing Cycle;
- Calculations Outside the Billing Period;
- The Return Journal;
- Returns inwards and credit notes;
- Returns inwards journal;
- The Credit Note;
- General Ledger;
- Examples of Returns Outwards Journal;
- Sales Ledger;
- Returns Outwards and Debit Notes;
- Returns Outwards Journal;
- Purchases Ledger.

Part 9: Issues Associated with Telephone Billing and Billing Cycle (2)

- Double Entry and Returns;
- Returns Inwards and credit notes;
- Statements;
- Showing Amount Owing At the Start of the Month;
- Showing Amount of Each Sales Invoice Sent To the Debtor during the Month;
- Showing Credit Notes Sent To the Debtor in the Month;
- Cash and Cheques Received From the Debtor during the Month;
- Showing Finally, the Amount Due From the Debtor during the Month;
- Calculation of the Effect of price Changes on the Median Bill;
- Calling Pattern;
- Decile Billing.

Part 10: Issues Associated with Telephone Billing and Billing Cycle (3)

- Call Accounting Software;
- Refunds of Overpayment;
- Market Based Transfer Pricing;
- Cost Based Transfer Pricing;
- New Role for Managers and Management Accounts in Designing;
- Example of Return Inward Journal;
- An Example of Returns Inwards Journal Showing the Items Posted To the Sales Ledger and the General Ledger Is Not Shown.

Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation

Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate: Their Distinction, Credit Value and Award Title

Postgraduate Short Courses of a minimum of five days' duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading to Awards bearing their title prefixes. While we refer to our short studies, of 5 days to five weeks, as 'Courses', those with duration of 6 weeks and more are labelled 'Programmes'. Nevertheless, in line with popular usage, we often refer to all study durations as 'Courses'. Another mark of distinction, in this regard, is that participants in a short course are referred to as 'Delegates', as opposed to the term 'Students', which is confined to those studying a Postgraduate Programme.

Courses are of varying Credit-Values; some being Single-Credit, Double-Credit, Triple-Credit, Quad-Credit, 5-Credit, etc. These short courses accumulate to Postgraduate Certificate, with a total of 180 Credit-Hours (= 6 X 5-Day Courses or 3 X 10-Day Courses), or Postgraduate Diploma, with a total of 360 Credit-Hours (= 12 X 5-Day Courses or 6 X 10-Day Courses).

Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively.

Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate Assessment Requirement

Because of the intensive nature of our courses and programmes, assessment will largely be in-course, adopting differing formats. These assessment formats include, but not limited to, in-class tests, assignments, end of course examinations. Based on these assessments, successful candidates will receive the Diploma – Postgraduate, Postgraduate Certificate, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Awards of Postgraduate Certificate and Postgraduate Diploma, candidates must have accumulated at least the required minimum 'Credit-Hours', with a pass (of 70% and above) in at least 70% of the courses taken.

Delegates and students who fail to achieve the requirement for Postgraduate Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions for each course. Those delegates who fail to achieve the assessment requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Attendance and Participation.

Diploma – Postgraduate, Postgraduate Certificate, and Postgraduate Diploma Application Requirements

Applicants for Diploma – Postgraduate – Postgraduate Certificate, and Postgraduate Diploma are required to submit the following documents:

- Completed Postgraduate Application Form, including a passport sized picture affixed to the form;
- A copy of Issue and Photo (bio data) page of the applicant's current valid passport or copy of his or her Photo-embedded National Identity Card;
- Copies of credentials mentioned in the application form.

Admission and Enrolment Procedure

- On receipt of all the above documents we will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly and sent Admission Letters and Invoices;
- One week after the receipt of an applicant's payment or official payment notification, the relevant Course or Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary immigration documentation, to support their application;
- Applicants will be notified of the dates, location and venue of enrolment and orientation, where appropriate.

Modes of Study and Duration of Postgraduate Certificate and Postgraduate Diploma Programmes

There are two delivery formats for Postgraduate Certificate and Postgraduate Diploma Programmes, as follows:

1. Intensive Full-time (Classroom-Based) Mode, lasting 3 months for Postgraduate Diploma, and 6 weeks for Postgraduate Certificate. These durations are based on six hours' lecturer-contact per day, five days (30 hours) per week, for Postgraduate Diploma;
2. Video-Enhanced On-Line Mode. This interactive online mode lasts twenty (20) weeks, for Postgraduate Diploma, and ten (10) weeks for Postgraduate Certificate. Our calculation is based on three hours per day, six days per week.

Whichever study mode is selected, the aggregate of 360 Credit Hours must be achieved.

Introducing Our Video-Enhanced Online Study Mode

In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Video-Enhanced Online delivery. This Online mode of delivery is revolutionary and, at the time of writing, unique to HRODC Postgraduate Training Institute.

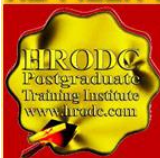
You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the tutor, ask and address questions; sit examinations in the presence of the tutor. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate Courses and an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or Postgraduate Diploma.

Key Features of Our Online Study: Video-Enhanced Online Mode

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology;
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 1st of each month, with the cut-off date being the 20th of each month, for inclusion the following month;
- Its duration is twice as long as its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute's required 30 Credit-Hours;
- The cost of the Video-Enhanced Online mode is 67% of similar classroom-based courses;

Telephone Billing and Financial Accounting - Page 17 of 23

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- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

10-Week Video-Enhanced Online Postgraduate Certificate and 20-Week Video-Enhanced Online Postgraduate Diploma

You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, in line with our regulation, through 'Direct-Lecturer-Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.

Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, the minimum being 5 days (Diploma – Postgraduate) – equivalent to 30 Credit Hours, representing one credit, as is tabulated below.


On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are

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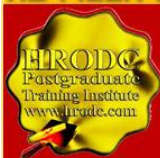
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achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
Single-Credit	30-54	Diploma - Postgraduate
Double-Credit	60-84	Diploma – Postgraduate (Double-Credit)
Triple-Credit	90-114	Diploma – Postgraduate (Triple-Credit)
Quad-Credit	120-144	Diploma – Postgraduate (Quad-Credit)
5-Credit	150-174	Diploma – Postgraduate (5-Credit)
6-Credit	180-204	Postgraduate Certificate
7-Credit	210-234	Postgraduate Certificate (+ 1 Credit)
8-Credit	240-264	Postgraduate Certificate (+2 Credits)
9-Credit	270-294	Postgraduate Certificate (+3 Credits)
10-Credit	300-324	Postgraduate Certificate (+ 4 Credits)
11-Credit	330-354	Postgraduate Certificate (+5 Credits)
12-Credit	360	Postgraduate Diploma
360 Credit-Hours = Postgraduate Diploma		
12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma		
10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma		

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Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have their predetermined Award Titles. Where delegates do not follow a Specialism, for accumulation to a Postgraduate Diploma, they will normally be Awarded a General Award, without any Specialist Award Title. However, a Specialist Award will be given, where a delegate studies at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:


- 1. Postgraduate Diploma in Accounting and Finance;**
- 2. Postgraduate Certificate in Accounting and Finance;**
- 3. Postgraduate Certificate in Aviation Management;**
- 4. Postgraduate Diploma in Aviation Management;**
- 5. Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 6. Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 7. Postgraduate Certificate in Business Communication;**
- 8. Postgraduate Diploma in Business Communication;**
- 9. Postgraduate Certificate in Corporate Governance;**
- 10. Postgraduate Diploma in Corporate Governance;**
- 11. Postgraduate Certificate in Costing and Budgeting;**
- 12. Postgraduate Diploma in Costing and Budgeting;**
- 13. Postgraduate Certificate in Client or Customer Relations;**
- 14. Postgraduate Diploma in Client or Customer Relations;**
- 15. Postgraduate Certificate in Engineering and Technical Skills;**
- 16. Postgraduate Diploma in Engineering and Technical Skills;**
- 17. Postgraduate Certificate in Events Management;**
- 18. Postgraduate Diploma in Events Management;**
- 19. Postgraduate Certificate in Health and Safety Management;**

- 20. Postgraduate Diploma in Health and Safety Management;**
- 21. Postgraduate Certificate in Health Care Management;**
- 22. Postgraduate Diploma in Health Care Management;**
- 23. Postgraduate Certificate in Human Resource Development;**
- 24. Postgraduate Diploma in Human Resource Development;**
- 25. Postgraduate Certificate in Human Resource Management;**
- 26. Postgraduate Diploma in Human Resource Management;**
- 27. Postgraduate Certificate in Information and Communications Technology (ICT);**
- 28. Postgraduate Diploma in Information and Communications Technology (ICT);**
- 29. Postgraduate Certificate in Leadership Skills;**
- 30. Postgraduate Diploma in Leadership Skills;**
- 31. Postgraduate Certificate in Law – International and National;**
- 32. Postgraduate Diploma in Law – International and National;**
- 33. Postgraduate Certificate in Logistics and Supply Chain Management;**
- 34. Postgraduate Diploma in Logistics and Supply Chain Management;**
- 35. Postgraduate Certificate in Management Skills;**
- 36. Postgraduate Diploma in Management Skills;**
- 37. Postgraduate Certificate in Maritime Studies;**
- 38. Postgraduate Diploma in Maritime Studies;**
- 39. Postgraduate Certificate in Oil and Gas Operation;**
- 40. Postgraduate Diploma in Oil and Gas Operation;**
- 41. Postgraduate Certificate in Oil and Gas Accounting;**
- 42. Postgraduate Diploma in Oil and Gas Accounting;**
- 43. Postgraduate Certificate in Politics and Economic Development;**
- 44. Postgraduate Diploma in Politics and Economic Development;**
- 45. Postgraduate Certificate in Procurement Management;**
- 46. Postgraduate Diploma in Procurement Management;**
- 47. Postgraduate Certificate in Project Management;**

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK

Prof. Dr. Ronald B. Crawford - Director

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.



- 48. Postgraduate Diploma in Project Management;**
- 49. Postgraduate Certificate in Public Administration;**
- 50. Postgraduate Diploma in Public Administration;**
- 51. Postgraduate Certificate in Quality Management;**
- 52. Postgraduate Diploma in Quality Management;**
- 53. Postgraduate Certificate in Real Estate Management;**
- 54. Postgraduate Diploma in Real Estate Management;**
- 55. Postgraduate Certificate in Research Methods;**
- 56. Postgraduate Diploma in Research Methods;**
- 57. Postgraduate Certificate in Risk Management;**
- 58. Postgraduate Diploma in Risk Management;**
- 59. Postgraduate Certificate in Sales and Marketing;**
- 60. Postgraduate Diploma in Sales and Marketing;**
- 61. Postgraduate Certificate in Travel, Tourism and International Relations;**
- 62. Postgraduate Diploma in Travel, Tourism and International Relations.**

The actual courses studied will be detailed in a student or delegate's Transcript.

Service Contract, incorporating Terms and Conditions

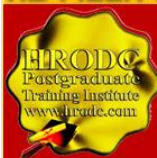
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